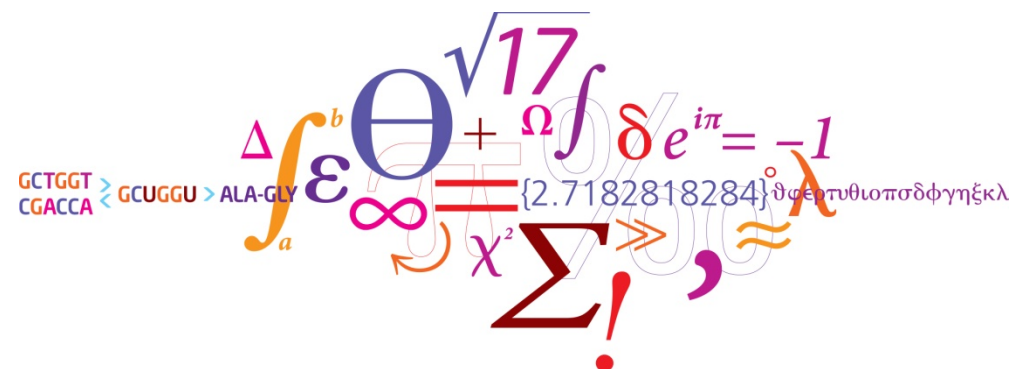


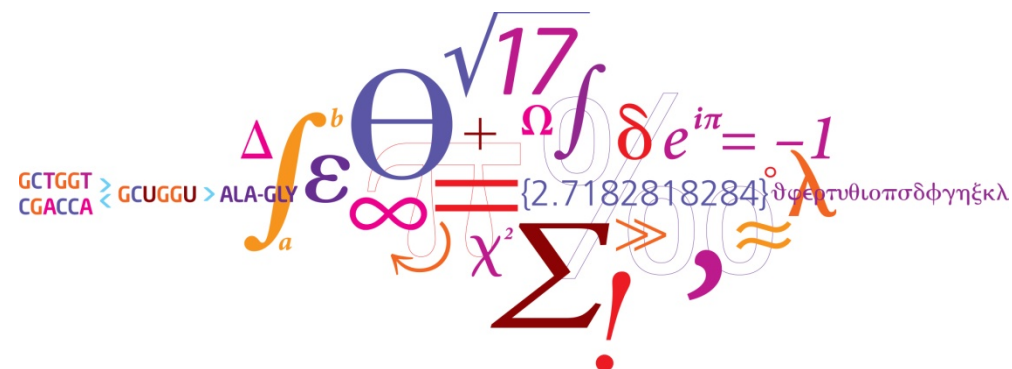
Project Management, episode 2

Irene Kouskoumvekaki



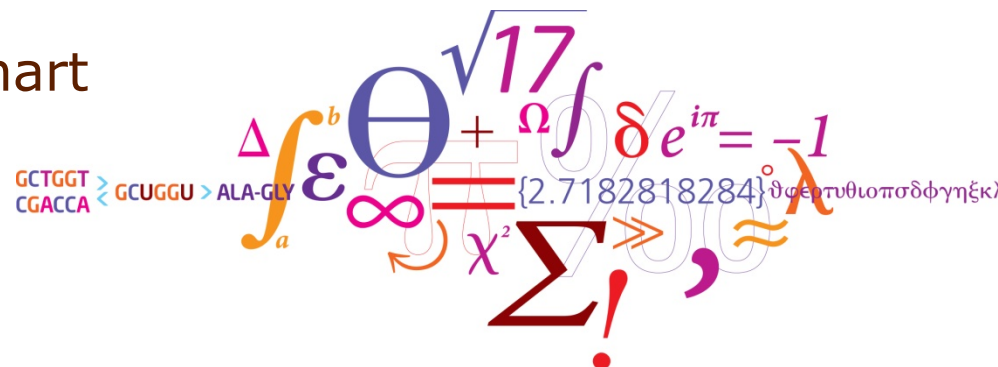
Project Foundation

Irene Kouskoumvekaki



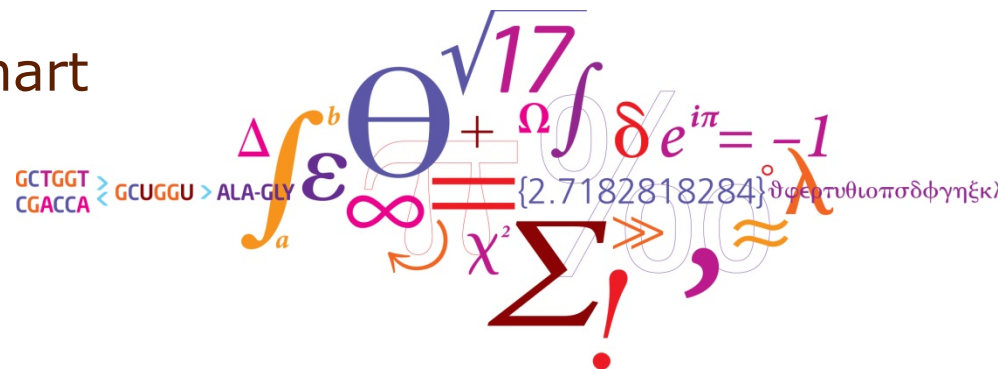
Project Foundation

- Deciding the purpose and goals of the project
- Stakeholder analysis
- The project mandate
- Principle responsibility chart



Project Foundation

- **Deciding the purpose and goals of the project**
- Stakeholder analysis
- The project mandate
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Setting Purpose and Goals

- The Project's purpose clarifies what the project will contribute to the organization; expresses a future desired direction
- The Goals of the project state concretely what are the specific deliverables

Setting the Purpose..

FRA UNCOOL TIL...KNAP SÅ UNCOOL

**MICROSOFT, DER TIDLIGERE FIK RY FOR
AT VILLE DOMINERE HELE VERDEN, ER
HOLDT OP MED AT BRUGE BESKIDTE
TRICKS OG KØBER SIG TIL STATUS I
STEDET.**

Det kan næppe være gået manges næse forbi, at softwaregiganten Microsoft har købt Skype. Ud over at det er en af de dygtigste handler, en dansker nogensinde har været involveret i, er det også interessant at læse mellem linjerne på Microsofts motiver for at købe Skype. Microsoft anser ikke sig selv for at være særlig cool. Og det er firmaet vel egentlig heller ikke.

De er styresystemernes svar på IKEA, hvor Mac er et fint designermøbel fra Fritz Hansen. De er en Fiat, hvor en Mac er en Mercedes. Windows er det system, de fleste mennesker bruger verden over, og Microsoft har på det seneste været smarte nok til at reklamere for sig selv med, at de leverer software til 'allemands-computere'. Altså de computere, Hr. og Fru Danmark køber – modsat Mac, der er til den storby-smarte elite.

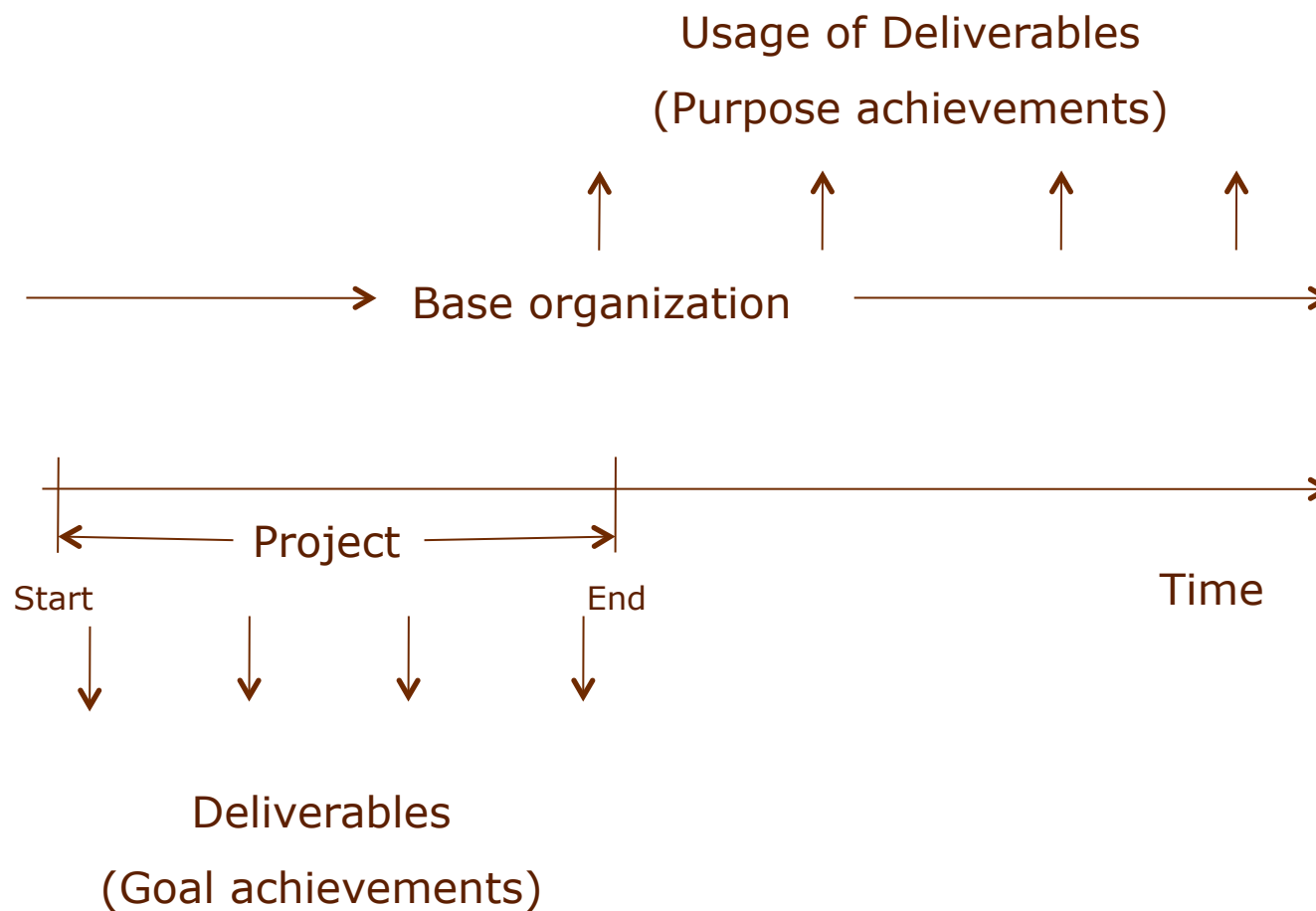


Urban, 19/5/2011

Example: Public transportation in Copenhagen

- Purpose: Improve public transportation in Copenhagen
- Goals:
 - Trains should run more frequently **(S)**
 - Bus service should be expanded **(S)**
 - Strengthen collaboration between movia and DSB **(O)**
 - Improve people's attitude towards public transportation **(P)**

Setting Purpose and Goals



Goals Defined

- A goal should be presented in such a way that one could answer Yes or No to the question: "Has the goal been achieved?"
- A goal should be easily measurable
- A goal should NOT be to carry out an activity but the result of the activity
- Goals form a hierarchy: Those at lower levels are defined more precisely and elaborate the goals of the levels above

Goals Defined – another example

General course objectives:

The aim of the course is to introduce the participants to project management and provide them with the necessary tools and framework for the initiation of the integrated second year course.

Learning objectives:

A student who has met the objectives of the course will be able to:

- Demonstrate ability to systematically search, retrieve and critically assess relevant scientific, patent and market literature from the World Wide Web.
- Understand how to set timelines and define milestones, work packages and deliverables.
- Plan and perform task delegation, communication and following up among group members.
- Present, explain, discuss and defend project ideas orally and in writing to group members and to decision makers (board members, advisory board members etc.).
- Master the assessment of group members' inputs in the overall context of the project.
- Apply methods for putting scientific project proposals into writing.
- Explain the composition and execution of a typical real-life project in the pharmaceutical industry.
- Understand and explain specific formal and practical requirements for pharma-related scientific projects.

DTU's Purpose – what does it mean to the world?

Mission

DTU will develop and create value using the natural sciences and technical sciences to benefit society.

The mission archetypically expresses the essential purpose of a technical university as the polytechnic idea was created in the first half of the 19th century and has essentially characterized technical universities since then. The purpose of the University is to create value and promote welfare by exploiting the close and fruitful interaction between the technical sciences and natural sciences to benefit society. Value is created through application in the industrial, business and commercial sectors and within the educational, health and public sectors. This also means that the University delimits its disciplines by balancing costs and benefits. Specifically for DTU, social science disciplines must be included, including quantitative fields related to the economics and planning of technology.

DTU's Purpose – what is the desired future?

Vision

DTU is globally recognized as a leading technical university with roots in Denmark but international in scope and standard.

DTU is known for active and close interaction between the technical sciences and the natural sciences, between theoretical and empirical research, between scholars and students and between the University and the surrounding society.

The vision is a University that recognizes its role as a locomotive in the technical and natural sciences for Denmark – which also funds most University activities – and also recognizes that it can only fulfill its mission in a globalized competition-driven world by being of the same caliber as the leading technical universities: that is, being a world-class university.

This cannot be achieved by developing the University "optimally" with no strong profile but instead by actively promoting the promising interactions with which DTU has especially good potential to achieve success: the intellectual and physical proximity of the technical sciences and the natural sciences; the development of abstract (and complex) mathematical models in interactive collaboration with the use of modern (and expensive) experimental facilities; open collaboration between the University and the surrounding society, including private industrial companies and other businesses, research institutes and public authorities; and the close collaboration between researchers with diverse disciplines, experience and backgrounds and especially between researchers and students.

DTU Goals (selected)

- General
 - To be among the 10 leading universities in Europe
- Education
 - To have many qualified applicants from Denmark seeking admission to its degree programs
- Research
 - To interact internationally with leading private and public research centers and especially with leading technical universities
- Innovation
 - To offer a wide-ranging program of continuing and further education

Key Questions for The Mission

- What is the core business?
- Who are the costumers?
- What is the added value produced for the costumers?
- What is the contribution to society as a whole?
- What is the company, research group or department especially good at?
- How is it unique?

The Vision defined

- A picture of a desired future condition, a description of how something will look like in some years time
- Sets the necessary framework to create and handle the changes that have to come in order to reach the goal
- Based on the realities of today, but focused on the future
- It allow us to test the possibilities and scenarios

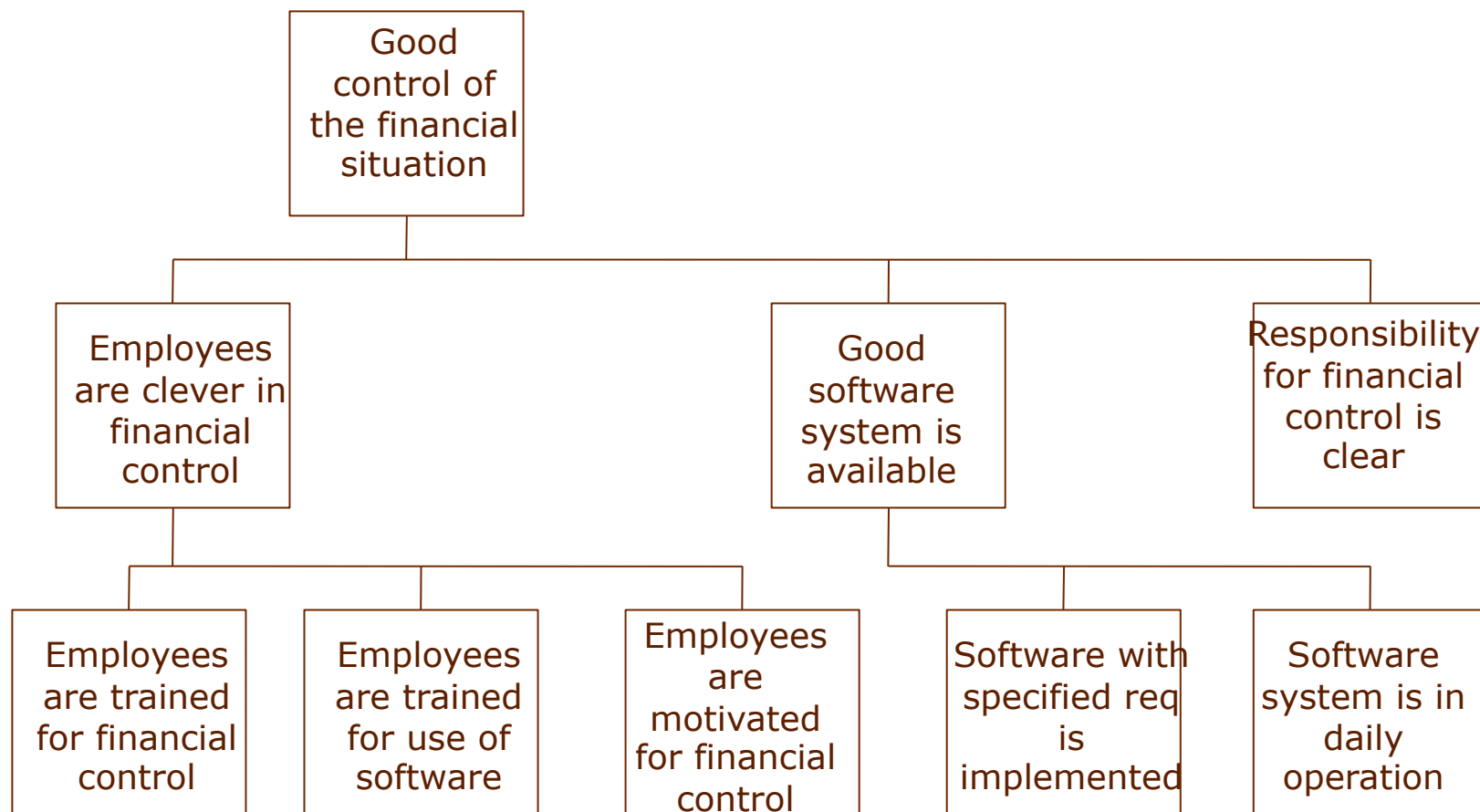
A Checklist for The Vision

- express where we like to be
- easy to read and understand
- clarify the desired culture
- dynamic incomplete, so it will leave space for development
- can be used as a guide when making decisions
- catch people's attention
- describe a desired and sensible future condition
- give the individual a better understanding of his part in the bigger picture
- a strong motivator – even in hard times
- challenging and irresistible

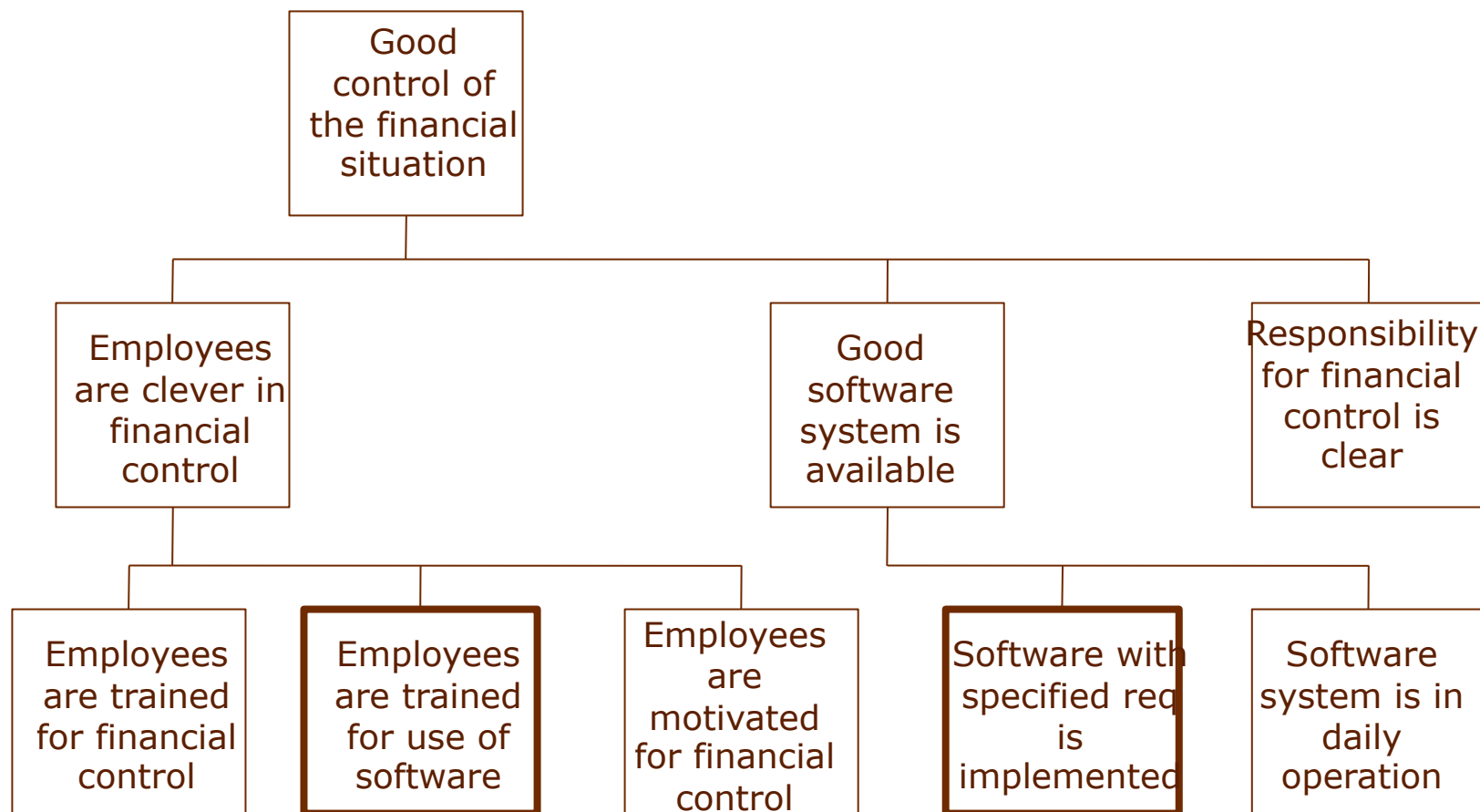
The Mission Breakdown Structure Tool

- Useful to do an extensive breakdown to familiarize oneself with the nature of the main purpose
- Used as vehicle for setting the main goals of the project
- Ensures that everyone involved has a common understanding of what the project purpose is
- Shows what the project will NOT do

Implementation of new computer-based financial system



Implementation of new computer-based financial system

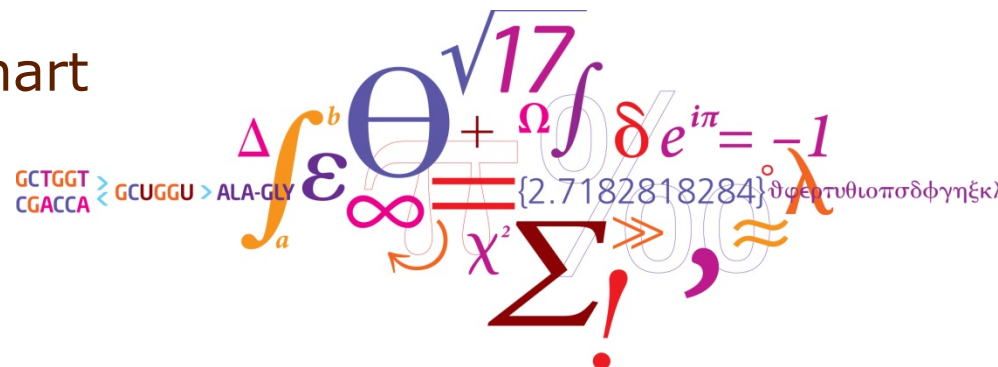


Time for discussion

What is the mission, vision and goals of your MSc studies?

Project Foundation

- Deciding the purpose and goals of the project
- **Stakeholder analysis**
- The project mandate
- Principle responsibility chart



Stakeholders

- Individuals and groups who are actively involved in the project (internal stakeholders)
- Individuals and groups who are positively or negatively affected by the project (external stakeholders)

Common stakeholders

Top management

Users

Competitors

Suppliers

Customers

Government

Media

Researchers

Religious organizations

Stakeholder Analysis

It is important to identify the stakeholders for several reasons:

- establish information distribution about the progress of the project
- establish a basis for goal setting
- familiarize the project with their areas of interest, their power and their expectations
- understand how the coalition can be kept together; the extent of co-operation or conflict in the relationship between stakeholders
- balance their contributions and rewards

Key Questions for the Stakeholders

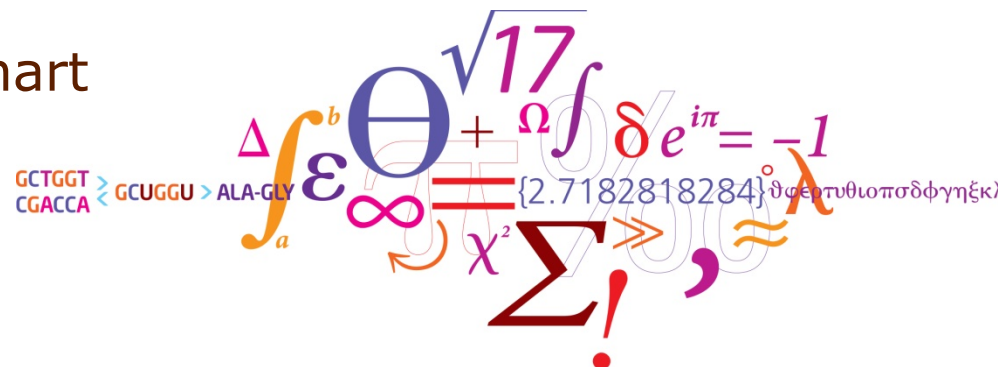
- Who are the key stakeholders of the project?
- What are the stakeholders attitude towards the project?
- Are there any hidden motives?
- What kind of behaviour can be expected?
- What are the stakeholders expectations to the result and to their participation?
- Are interests among the stakeholders identical or conflicting?
- Position and influence of the individual stakeholders?
- How can the stakeholders influence the project and vice versa?

Time for discussion

What are the key stakeholders in your MSc studies?

Project Foundation

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Project Mandate

- Sums up the foundations of the project
- The purpose and goals are the main ingredients of the project mandate
- It can be changed; it may be expanded, narrowed down, or even divided up into several projects

Project Mandate

- Name of project
- Project owner (holds main responsibility)
- Project background (earlier activities of relevance, other ongoing projects)
- Purpose of the project (fixed throughout the project)
- Goals of the project (could be modified)
- Project scope (included and excluded)
- Limitations of the project (time/cost limits, unacceptable actions/solutions)
- Project budget (cost and profit)

Project Name, Acronym and Logo

- A “sales pitch”
- Should reflect the purpose of the project
- Should create motivation
- Acronym and Logo

f.ex. OpenPHACTS: **Open PHArmaCological Space**



ASSET: **A**nalysing & **S**triking the **S**ensitivities of
Embryonic **T**umors



-
- A collage of various mathematical symbols and notations, including Greek letters, integrals, and set notation, arranged in a dense, overlapping manner.

Principle responsibility chart

Shows who has the responsibility for the different tasks

	Managing director	Project owner	Line manager	Base member	Project manager	Implementer	Elected representative
Principle resp. chart	D	C	C	I	X/P		C
Milestone plan	I	D	X	X	X/P	X	I
Allocation of resources	D	d	X	I	P	C	I
Milestone report		D	C	I	X/P	C	I
Activity planning		C	C		X/P	C	
Activity report					X/P	C	

Principle Responsibility Chart

Roles

X: executes the job

D: takes decisions solely or ultimately

d: takes decisions jointly or partly

P: manages work and control progress

T: provides tuition on the job

C: must be consulted

I: must be informed

A: available to advise

Example: Excellent Work Environment

- An organization is dissatisfied with its work environment.
- The managing director wants to correct this.
- He sets up a project.

Mission Breakdown Structure



Stakeholder analysis

Stakeholder	Area of interest	Contribution	Expectations	Power	Strategy	Responsible
Managing director	Project's results and process	Support to project	High productivity Satisfied employees	Can stop project	Keep him happy	Project manager
Line managers	Project's results and process	Problem clarification Ideas for improvement	Better functioning organization Afraid of increased costs	Can refuse to support project	Involve them in project	Project manager
Employees of base organization	Project's results and process	Problem clarification Ideas for improvement	Better work environment	Can refuse to support project	Involve them in project	Project manager
Elected representative	Project's results and process	Support to project	Formal role in project Allowed to come forward with views	Can obstruct project's progress	Involve elected representative in project	Project manager
Potential suppliers	Orders when refurbishing	Ideas Offers with cost estimates	Sales	Can refuse to support project	Inform	Project manager

Example: Project Mandate



- *Name of project:* **EXCELLENT PHYSICAL WORK ENVIRONEMENT**
- *Project owner:* **MANAGING DIRECTOR**
- *Project background:* **POOR ENV. HAMPERING MOTIVATION AND PRODUCTIVITY**
- *Purpose of the project:* **EXCELLENT ENVIRONMENT**
- *Goals of the project:* **ACTION PLAN SUBMITTED TO DIRECTOR**
- *Project scope:* **PHYSICAL (IN.) SOCIAL (EX.) BONUSES (EX.)**
- *Limitations of the project:* **NO NEW PREMISES, FINISHED WITHIN HALF A YEAR, INVOLVE EMPLOYEES**
- *Project budget:* **COST LIMIT IS USD 30,000**

Exercise: Foundation

Make the Project Foundation for:

- a birthday party you want to organize for you or your boyfriend/girlfriend
- a bachelor/bachelorette party
- a wedding party

Questions?

